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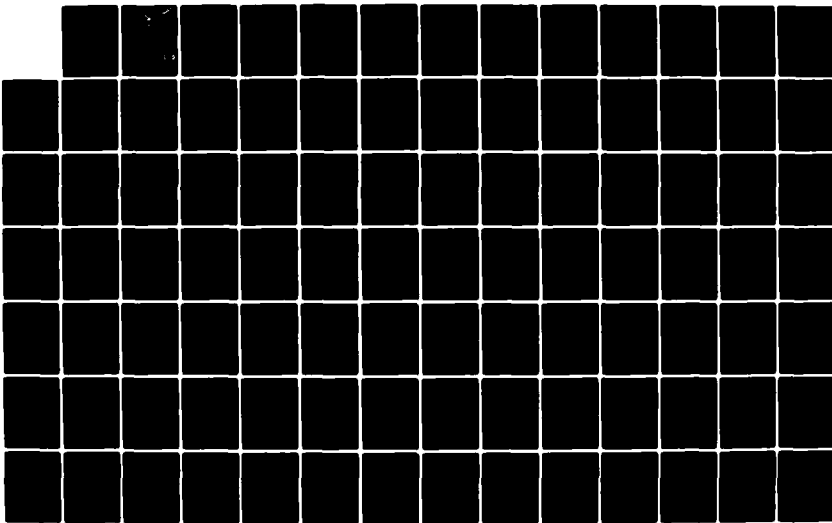
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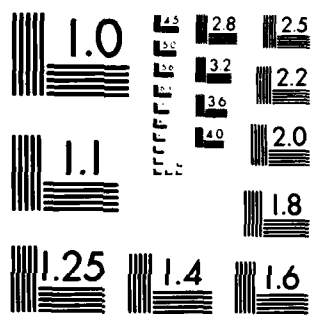
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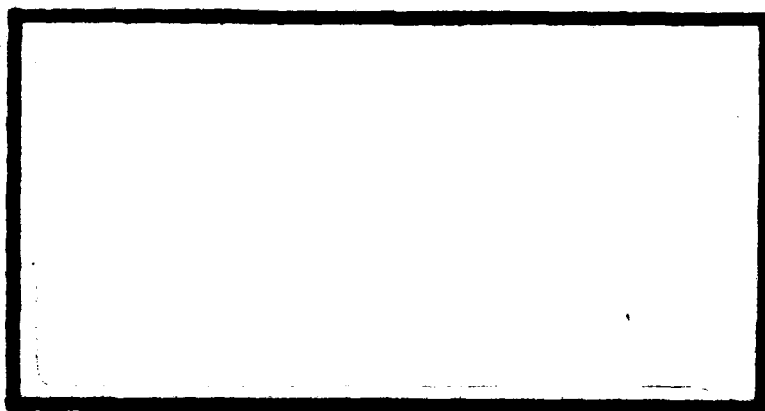


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AN INVESTIGATION OF THE EFFECTS OF PAY  
INEQUITY, ORGANIZATIONAL COMMITMENT,  
AND JOB SATISFACTION ON CAREER INTENT

James D. Baughman, Captain, USAF  
Micheal L. Darnell, Captain, USAF

LSSR 55-82

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Retention of United States Air Force (USAF) middle managers has been identified as a problem. One solution of this problem currently under consideration is to increase military members' monetary compensation. This thesis developed the concept of pay inequity between military and civilian monetary compensation and investigated how pay inequity combined with job satisfaction and organizational commitment to predict career intent. In order to gather data for this investigation, a survey was administered to active duty USAF personnel at Wright-Patterson Air Force Base, Ohio, during the summer of 1982. Results indicated that pay inequity and job satisfaction did not contribute to career intent in the presence of organizational commitment. However, organizational commitment and five other factors did contribute to career intent. The other factors found to contribute to career intent were time in service, future career mobility, sex, the perceived opportunity for a civilian job which offered more enjoyment than the USAF job, and age. Limitations of these results are discussed. Recommendations for further research and use of these results are presented.

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AN INVESTIGATION OF THE EFFECTS OF PAY  
INEQUITY, ORGANIZATIONAL COMMITMENT,  
AND JOB SATISFACTION ON CAREER INTENT

A Thesis

Presented to the Faculty of the School of Systems and Logistics  
of the Air Force Institute of Technology  
Air University

In Partial Fulfillment of the Requirements for the  
Degree of Master of Science in Engineering Management

By

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Captain, USAF

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September 1982

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This thesis, written by

Captain James D. Baughman

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Captain Micheal L. Darnell

has been accepted by the undersigned on behalf of the  
faculty of the School of Systems and Logistics in partial  
fulfillment of the requirements for the degree of

MASTER OF SCIENCE IN ENGINEERING MANAGEMENT

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## TABLE OF CONTENTS

	Page
ACKNOWLEDGEMENTS . . . . .	iii
LIST OF TABLES . . . . .	vi
LIST OF FIGURES . . . . .	vii
CHAPTER	
1. INTRODUCTION . . . . .	1
Literature Review . . . . .	5
Objectives . . . . .	13
Development of a Research Model . . . . .	14
Pay Inequity . . . . .	16
Organizational Commitment . . . . .	16
Job Satisfaction . . . . .	18
Opportunity for Another Job . . . . .	19
Research Questions . . . . .	19
2. METHOD . . . . .	21
Population and Sample . . . . .	21
Measures . . . . .	24
Antecedent Variables . . . . .	24
Intervening Variables . . . . .	31
Dependent Variable . . . . .	35
Moderating Variable . . . . .	36
Other Variables . . . . .	36
Procedure . . . . .	37

CHAPTER	Page
3. RESULTS . . . . .	39
Research Question 1 . . . . .	39
Research Question 2 . . . . .	42
Research Question 3 . . . . .	45
Research Question 4 . . . . .	47
Research Question 5 . . . . .	48
Summary . . . . .	49
Results of Supplemental Analysis . . . . .	49
4. DISCUSSION . . . . .	57
Discussion of Revised Model . . . . .	59
Intent to Stay . . . . .	59
Organizational Commitment . . . . .	63
Discussion of Survey Environment . . . . .	65
5. CONCLUSIONS AND RECOMMENDATIONS . . . . .	68
Summary of Research . . . . .	68
Conclusions . . . . .	69
Recommendations . . . . .	74
APPENDIX: SURVEY QUESTIONNAIRE . . . . .	76
SELECTED BIBLIOGRAPHY . . . . .	87
A. REFERENCES CITED . . . . .	88
B. RELATED SOURCES . . . . .	91

## LIST OF TABLES

Table	Page
1. Variables Having Consistent Relationship With Turnover . . . . .	9
2. Sample Demographics . . . . .	23
3. Correlation Matrix . . . . .	40
4. Regression of Pay Inequity on Hypothesized Direct Antecedents . . . . .	43
5. Regression of Commitment on Hypothesized Direct Antecedents . . . . .	44
6. Regression of Job Satisfaction on Hypothesized Direct Antecedents . . . . .	46
7. Regression of Intent to Stay on Hypothesized Direct Antecedents . . . . .	47
8. Regression of Intent to Stay in the Presence of the Moderator . . . . .	48
9. Significant Antecedent Predictors of Intent to Stay . . . . .	52
10. Significant Antecedent Predictors of Commitment . . . . .	54
11. Significant Predictors of Intent to Stay in the Presence of Organizational Commitment . . . . .	56

## LIST OF FIGURES

Figure	Page
1. Martin's Model of Intent to Leave . . . . .	14
2. Proposed Intent to Stay Model . . . . .	15
3. Summary of Results of Proposed Model Analysis . . . . .	50
4. Revised Model . . . . .	58



## CHAPTER 1

### INTRODUCTION

United States Air Force (USAF) retention statistics indicate that there may not be enough people staying in the Air Force beyond six years to adequately fill the manning requirements for middle management positions in the six to twelve years service group. According to the Air Force Manpower and Personnel Center at Randolph AFB, Texas, the second term enlisted retention rate (those who have reenlisted for the first time) for fiscal year 1981 (FY 81) was 65.9 percent and the goal for FY 82 was 77 percent; the career enlisted retention rate (those who have reenlisted for two or more times) was 70.0 percent for FY 81 and the FY 82 goal was 98 percent (17). These figures apply only to enlisted personnel and are for two different years, but they point to one of two interpretations: either lower retention rates in one year cause higher goals in the next, or retention goals are not met. Either interpretation suggests a retention problem, and an enlisted retention problem has been acknowledged in the recent past. There is a feeling that this problem extends to all of the USAF middle management positions. For purposes of this study, the term middle management

is defined to include enlisted personnel in the ranks of Staff Sergeant through Master Sergeant inclusive, as well as officer personnel in the ranks of Captain and Major.

Military manning strengths and retention for all branches of the Department of Defense have been the subject of many debates in the past, and these debates have become more acute since the military draft was replaced by the all volunteer concept in 1972. While the shortage of middle management personnel seems to be a situation that extends across the boundaries of all military branches, the scope of this study is restricted to the USAF. The applicability of the findings to the other branches is recommended for further study.

The primary effect caused by the shortage of middle management personnel is that junior personnel with little or no experience are being used to fill the gap. It is not uncommon, for example, for an Airman First Class, with perhaps one or two years experience in aircraft maintenance, to be performing in the function of aircraft crew chief; a job which normally requires a Staff Sergeant with four to six years experience. It is equally common to find a Second Lieutenant with virtually no experience in the USAF accepting responsibility for a position which requires a Captain with four to six years experience. This situation extends through the middle management positions, and many of these key positions are occupied by personnel who have as much as six

years less experience than would normally be required to hold these positions. While there are indications that these lower ranking personnel are doing quite well under very difficult circumstances, the fact remains that there is no substitute for actual experience for solving complex managerial problems. Without disparaging the efforts of inexperienced personnel who find themselves in positions requiring increased responsibility, there is a reduced capacity to meet the objectives and mission requirements of the USAF when many of the key middle management positions are occupied by inexperienced personnel. There may also exist in these people an increased level of frustration due to feelings that they cannot handle the job. If these feelings exist, they may lead to a decreased desire to remain in the USAF, and that may tend to compound the problem of retention.

It has been hypothesized that a major factor which has contributed to the manning shortage is a disparity between military pay and the pay an individual would receive for comparable work in the civilian sector. Efforts to counteract this phenomenon have led to attempts to increase military retention by increasing monetary compensation to military members. The FY 82 military pay raise enacted by Congress, effective October 1981, established targeted base pay increases for members ranging from 10 to 17 percent based on their rank. While it appears that there may be a disparity between military and civilian pay, no studies

have been found that examine the effects this disparity may have upon USAF retention rates. In fact, it is conceivable that other factors could outweigh the pay issue in an individual's decision to remain in or leave the USAF. For example, if such a disparity existed and had a great effect on the decision an individual was to make about remaining in the USAF, one would expect that as the disparity increased, retention would decrease, and personnel would leave the USAF for the higher paying jobs in the civilian sector. However, if the disparity existed, and as it increased, the retention rates did not drop, one would suspect that some other factor or factors were outweighing the pay disparity (e.g. personnel enjoyed what they were doing and did not wish to leave the USAF, they felt that they "owed" it to their country, or they simply enjoyed the people that they work with daily). The other side of the coin is that no such pay disparity exists, but still retention is below the desired level. This might indicate family pressure to leave the USAF, extreme dissatisfaction with the job, or a combination of these or other factors leading to a decreased desire to remain in the USAF. From this argument, it seems logical to assume that the retention issue is more complex than the "higher pay leads to higher retention" theory is capable of recognizing.

At this point, several questions come to mind. First, what influence does monetary compensation, in terms of a pay disparity between military and civilian pay, have on USAF

retention rates beyond the initial term of service? Next, what factors other than monetary compensation have an influence on USAF retention? If there are any other factors, how do they affect the influence of monetary compensation on USAF retention? Finally, is increasing monetary compensation the best way to increase USAF retention?

### Literature Review

A review of research literature showed that employee turnover has been the subject of many studies over the past 20 years. The primary impetus for these studies has been to isolate those factors which influence employees to leave their organizations. There is evidence which suggests that the best indicator of actual employee turnover is the employee's intention to stay with or leave the organization. Waters, Roach, and Waters investigated the validity of an employee's direct indication of intent to stay as a predictor of turnover. They concluded that the use of intent to stay as a predictor of turnover was strongly supported ( $r=.42$ ,  $p<.01$ ) (22:60). In a later study, Waters and Roach found that intent to leave appeared to incorporate the employee's subjective weighting of several factors which suggests that a substantial part of the relevant variance of other factors may be sub-groups of the intention factor (23:397). In addition, Kraut showed that intent to remain is a significant predictor of turnover in the short term (less than 1.5 years) with  $p<.001$  (8:238). Because intent to leave/stay has been found to be a reliable

predictor of turnover, Martin has suggested that this measure be used as a valid surrogate measure of turnover when time limitations or funds prevent longitudinal studies typically required to measure actual turnover (10:81). The USAF retention problem may be studied using intent to leave/stay as a surrogate criterion and extrapolations made, with care, to actual turnover.

No previous research was found which investigated the relationship between USAF compensation policies and military member turnover. There have been several studies, however, which assessed the role of monetary compensation in affecting an individual's job related behavior. Since turnover is a facet of job related behavior, the results of these studies could have implications for determining the influences of monetary compensation on USAF retention. According to a literature review by Opsahl and Dunnette (13:95-97), previous research on the effects of money on job related behavior can be grouped into five categories:

(1) Money acts as a generalized conditioned reinforcer of desirable behavior because of its repeated use along with other primary reinforcers.

(2) The use of money in conjunction with other primary reinforcers leads to the establishment of a learned drive for money.

(3) Once money has been used as a reinforcer of behavior, the absence of money leads to anxiety in the individual.

(4) If the monetary compensation received by an individual is perceived to be adequate, money acts neither as a positive motivator nor satisfier, but money can act as a dissatisfier if the monetary compensation received by an individual is not perceived to be adequate (Herzberg, Mausner, and Synderman, 1959).

(5) As money becomes more important to an individual as a means of obtaining other desired outcomes, monetary compensation becomes more powerful in its effects on behavior (Vroom, 1964).

Of these five views, the first three do not seem to apply in a military environment because the military does not use money as a reinforcer of behavior except in extreme cases of negative behavior (e.g. loss of a portion of pay as punishment). The use of money as a behavior reinforcer as used in the civilian environment (e.g. performance bonus pay, withholding periodic pay raises, or merit promotions) is not used in the military. As a result, the remaining two views seem to have the best application toward determining the influences of monetary compensation on USAF retention. It is possible that an individual's decision to leave the USAF is related to a perception that the amount of monetary compensation received in the military is not adequate when compared to the amount that could be received in the civilian sector. In other words, a perceived pay differential could have either a direct or indirect impact on the individual's

intention to leave the USAF. It is proposed that this perceived pay differential, in combination with other factors such as education level and opportunities for higher pay in the civilian sector, act to create a sense of pay inequity which has a direct influence on the individual's intention to leave or stay in the USAF. In this context, pay inequity would be the difference between the amount of monetary compensation paid by the USAF and the amount that the individual feels is commensurate with his/her abilities or personal worth. This position is in line with Piamonte who suggested that new theories of motivation need to be developed which recognize that the motivating values of monetary incentives depend upon the individual's personal characteristics, the individual's need for an incentive at a particular point in time, the absolute amount or value of the incentive, and the interactive effects of other factors oriented toward a whole range of individual needs (14:598).

The question of what factors, other than monetary compensation, have an influence on USAF retention may be addressed by examining previous research pertaining to turnover. Unfortunately, the field tends to be somewhat fragmented thus limiting one's ability to gain an understanding of the "big picture." In a literature review conducted by Martin (10:81-87), an attempt was made to consolidate a list of the variables that have been shown to be related to turnover. Table 1 identifies those variables from Martin's list which



Table 1

Variables Having Consistent Relationship With Turnover

---

Age	Job Satisfaction
Performance	Advancement Opportunity
Job Variety	Community Involvement
Fair Treatment	Achievement
Attitude Toward Job Variety	Education
Pay Expectations	Promotion Opportunities
Number of Outside or Alternate	Organization/Job Commitment
Job Opportunities	Length of Service

---

Source: Martin (10:81-87)

have consistently shown some effect on turnover. Of these factors, job satisfaction and organization/job commitment had the most significant influence on turnover. Studies by Martin (9:321) and Spencer and Steers (19:512-513) have established a statistically significant negative relationship between job satisfaction and turnover ( $r = -.37$ ,  $p < .001$ ; and  $r = -.13$ ,  $p < .05$ , respectively). Studies by Kraut (8:238) and Steers (20:52-54) indicated that commitment was inversely related to turnover ( $r = .31$  to  $.38$  at  $p < .001$  in the study by Steers). Porter, Crampon, and Smith also found a relationship between commitment and turnover which suggested that as employees' expressed commitment begins to decline, the organization's turnover may rise (15:97). Finally, Porter, Steers, Mowday, and Boulian found that commitment may be a better predictor of turnover than job satisfaction in many cases (16:607). A variety of studies have found that the remainder of the

variables listed in Table 1 are strongly related to job satisfaction, commitment, or both. This implies that these variables may not be related directly to turnover but instead may be related indirectly to turnover through their influence on job satisfaction and/or commitment. The studies which have led to this conclusion are briefly discussed below.

A wide range of factors have been shown to have a significant relationship with job satisfaction. Katz found that with groups of employees having progressively greater tenure, job satisfaction tended to decrease. This relationship was demonstrated by the weaker correlations between job satisfaction and the facets used to measure job satisfaction (7:222). Spencer and Steers (19:513) and Stumpf and Dawley (21:160) found that rated performance interacted with job satisfaction to affect turnover. Martin showed that routinization of the job, equitable treatment, age, and sex all contributed significantly to job satisfaction. In addition, he found that opportunity for other jobs was linked directly to job satisfaction as well as directly to intent to leave (9:321). While examining job satisfaction among American workers for the period 1972 through 1978, Weaver obtained results which indicated that: differences in job satisfaction between males and females were insignificant; education level had a moderate positive effect on job satisfaction; personal income and job satisfaction had a positive association; and

the level of job satisfaction rose as occupations went from service and laborer jobs to professional and/or technical jobs (24:365-367).

Many studies have tried to identify the variables that influence organizational commitment. Morris and Sherman (12:512) have stated "no single, widely accepted set of commitment antecedents has emerged to endure repeated testing." This may be due to a lack of consensus on the definition of commitment. A study by Farrell and Rusbult found that the antecedents of commitment were more complex than those for job satisfaction, and suggested that job commitment may be a function of the magnitude of the individual's investment in the job. Job investment factors include length of service and retirement programs (2:81,93). The results of a study by Hrebiniak and Alluto also indicated that an individual's length of service was closely linked to organizational commitment (5:570). Further research has shown that performance may be positively associated with commitment (6:90). Sheldon's evidence suggests that investments (that is, participation in an organization to the extent that possible participation in another organization is decreased) and social involvements (that is, the interaction and identification with other members of the organization) produce commitment to the organization. It was found that while investments produced more commitment by employees of a higher age and longer length of service, social involvements were particularly important during the

years of medium length of service. During these critical years, those employees without social involvements appeared to withdraw from commitment to the organization despite increasing investments (18:149). This interaction among social involvement, tenure, age, and retirement benefits suggests a highly complex relationship among these variables. In one of the earlier studies of commitment, Grusky's major results suggested that length of service with the organization was positively associated with commitment and that career mobility (promotion and advancement) was very positively related to commitment (3:497-498). He also found that the employee's perceived equity in career mobility affected commitment to the extent that those employees who perceived their rewards as being greater relative to others were strongly obligated to the organization, while those employees who perceived their rewards as being equitable relative to others did not feel any particular obligation to the organization (3:502). No conclusions were made pertaining to those who perceived their rewards as being less relative to others. Years of service, social interactions ( $r=.23$ ,  $p<.01$ ), and job achievement and advancement ( $r=.21$ ,  $p<.01$ ) were identified by Buchanan as determinants of various aspects of commitment (1:544-545).

At this point, a summary of the preceeding material seems appropriate in order to tie the information together.

First, evidence has been presented supporting the use of intent to leave/stay as a surrogate measure of turnover. Second, the concept of pay inequity was proposed based on research of monetary compensation and its effects on job related behavior. Next, the literature reviewed indicated that both job satisfaction and commitment had a significant negative relationship to turnover, and the remaining variables from Table 1 were shown, in additional studies, to be related to job satisfaction, commitment, or both. Those variables identified as antecedents of job satisfaction were tenure, rated performance, routinization, equity of treatment, age, opportunity for another job, and education. Those variables identified as antecedents of commitment were tenure, retirement benefits, performance, social involvement, age, and career mobility.

### Objectives

The objectives of this research effort are to:

- (1) Determine if pay inequity has a direct influence on USAF turnover;
- (2) Determine if commitment and/or job satisfaction have a direct influence on USAF turnover;
- (3) Determine if pay inequity, commitment, and job satisfaction have a combined influence on USAF turnover; and
- (4) Evaluate selected antecedent variables of pay inequity, commitment, and job satisfaction to determine their influence on these three factors in a USAF environment.

### Development of a Research Model

In 1979, Martin proposed and tested a comprehensive model of intent to leave. His investigation resulted in the model shown in Figure 1 (9:314,321).

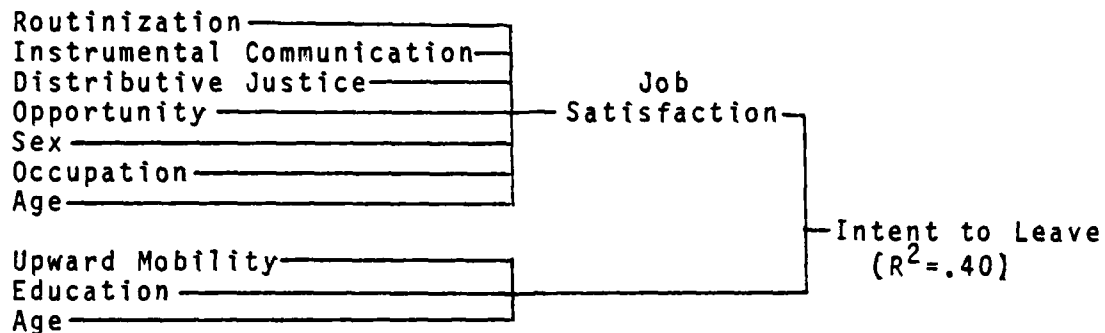


Figure 1. Martin's Model of Intent to Leave (9:321)

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Martin's antecedents were able to explain a moderate amount of variance ( $R^2=.40$ ) in intent to leave (9:321). It is possible that Martin's relatively low  $R^2$  may be due to his inadequate consideration of pay and commitment factors; that is, Martin considered pay as an antecedent of job satisfaction and did not consider commitment as an intervening variable leading to intent to leave. Based upon Martin's work and the review of the literature, the model in Figure 2 is proposed as an alternative model of factors leading to the intent to stay in the USAF. The format of the proposed model follows that used by Martin to develop his model shown in Figure 1. The primary difference is that pay inequity, organizational commitment, and job satisfaction are tested

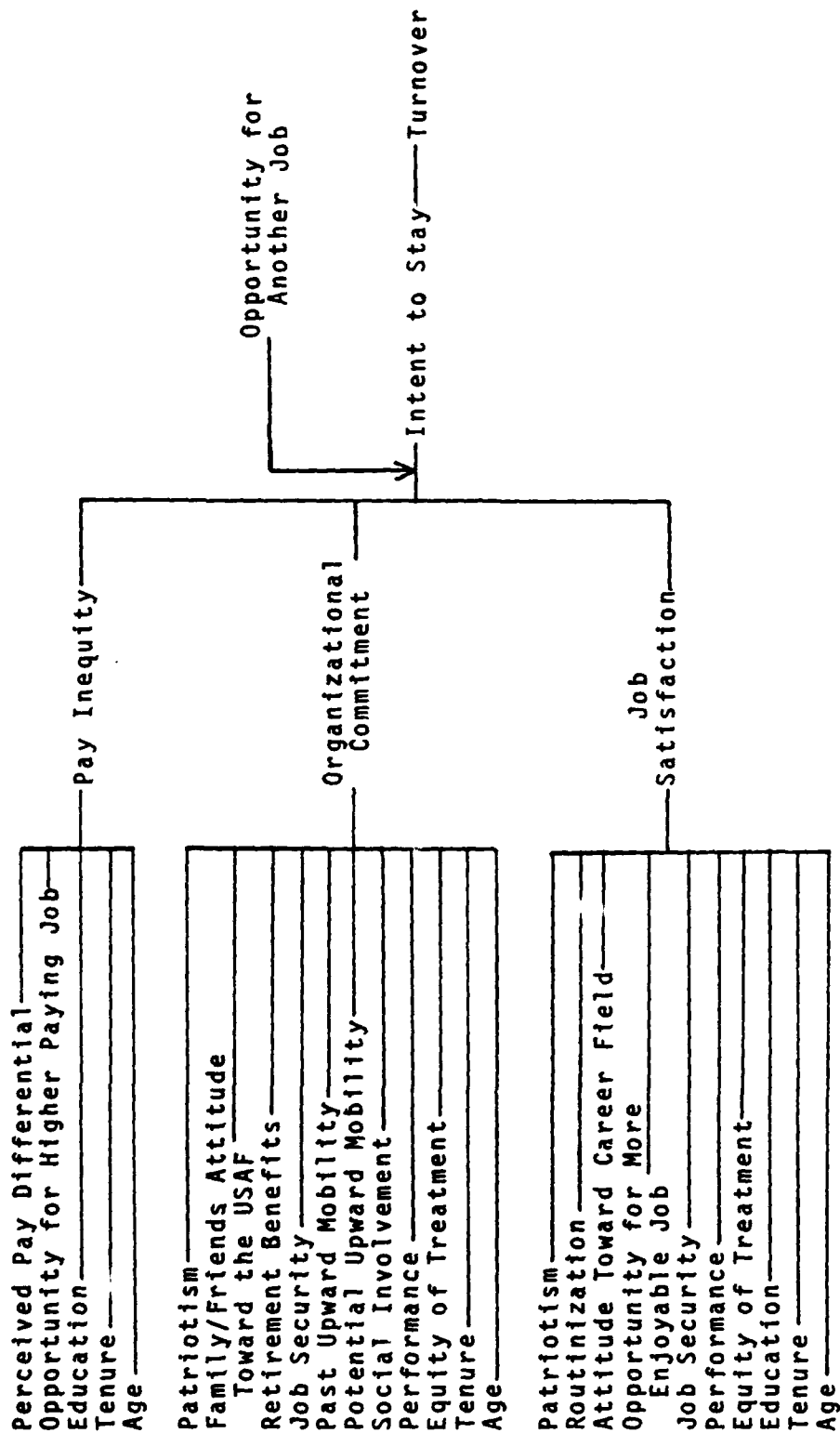


Figure 2. Proposed Intent to Stay Model

as intervening variables between the antecedent variables and the dependent variable intent to stay. All of the variables contained in the proposed model are operationally defined in Chapter 2.

Many of the antecedent variables in the model have been selected for investigation based on empirical precedent as shown in the literature review. The remaining antecedent variables have been selected due to their unique relevance for a military environment. Each of these antecedent variables and its selection basis are discussed below.

Pay Inequity. The concept of pay inequity was introduced in the literature review. Essentially, it is proposed that a combination of an individual's perceived pay differential, opportunity for a higher paying job, education level, tenure, and age act to create a sense of pay inequity which has a direct influence on the individual's intent to stay in the USAF. Education level, tenure, and age have been included as antecedents to pay inequity because an individual may attach more importance to money as a means of obtaining other desired outcomes as these factors increase. In this study, perceived pay differential is the perception that the amount of monetary compensation received in the military is not adequate in comparison to the amount that could be received in the civilian sector.

Organizational Commitment. The antecedents of organizational commitment supported by the literature review are



tenure, retirement benefits, performance, social involvement, age, and career mobility. For this study, career mobility has been separated into two factors, past upward mobility and potential upward mobility. This separation recognizes that career mobility becomes more difficult in some USAF career fields as an individual progresses in rank. This phenomenon occurs because the USAF pursues a policy of promoting individuals according to vacancies in higher ranks within each career field. As a result, an individual may have experienced very good career mobility in the past, but may perceive a limited potential for future mobility.

Those variables that have been included in the model because of their potential applicability in a military environment are patriotism, job security, equity of treatment, and family/friends attitudes toward the Air Force. Patriotism is a factor traditionally associated with military service and is included for investigation as a potential antecedent to organizational commitment.

The nature of the military is such that a military member has a high degree of job security. This variable is included in the model as a potential contributor to organizational commitment because the sense of job security may be stronger in the USAF than in the civilian sector.

Equity of treatment for all members has been a stated goal of the military for many years. One facet of this study is to determine if an individual's overall

organizational commitment is affected by the perception of fair treatment.

The attitude of an individual's family and/or friends toward service in the USAF could conceivably influence the individual's decision to leave or stay in the USAF. It is proposed that this influence acts indirectly through organizational commitment. For example, an individual may perceive no pay inequity and have a high level of job satisfaction, but because of negative attitudes of immediate family and/or friends the individual is pressured into a lower level of organizational commitment, ultimately resulting in a decision to leave the USAF.

Job Satisfaction. The antecedents of job satisfaction supported by the literature review are tenure, performance, routinization, equity of treatment, age, opportunity for another job, and education. For this study, a distinction has been made between opportunity for a higher paying job (antecedent of pay inequity) and opportunity for a more enjoyable job (antecedent to job satisfaction) because of the treatment of pay and satisfaction as separate issues.

Those variables that have been included in the model because of their potential applicability in a military environment are patriotism, job security, and attitude toward career field. Patriotism and job security were discussed as antecedents of organizational commitment and are included as antecedents of job satisfaction because of the unknown nature of their influence on organizational commitment,

job satisfaction, or both. An individual's attitude toward the career field is included because some individuals have been assigned a career field by the USAF. In these cases, it is possible that the assigned career field does not match the individual's desires which may result in a lower level of job satisfaction.

Opportunity for Another Job. The last variable included in the model is opportunity for another job, which is proposed to moderate between the intervening variables and the dependent variable. The method by which opportunity for another job may moderate these relationships is illustrated by the following example. An individual with high job satisfaction and organizational commitment and a low perception of pay inequity may exhibit a high intent to leave the USAF because of an opportunity for another job that the individual finds extremely attractive even though it provides no more pay nor enjoyment than the present job.

#### Research Questions

Now that the research model has been presented, the research questions may be developed. Five research questions are addressed in this study.

(1) Do perceived pay differential, opportunity for a higher paying job, education, tenure, and age contribute significantly to an individual's perceived pay inequity?

(2) Do patriotism, family/friends attitudes toward

the USAF, retirement benefits, job security, past upward mobility, potential upward mobility, social involvement, performance, equity of treatment, tenure, and age contribute significantly to an individual's organizational commitment?

(3) Do patriotism, routinization, attitude toward career field, opportunity for a more enjoyable job, job security, performance, equity of treatment, education, tenure, and age contribute significantly to an individual's job satisfaction?

(4) Do pay inequity, organizational commitment, and job satisfaction contribute significantly to the prediction of an individual's stated intent to stay in the USAF?

(5) Does opportunity for another job play a significant role in moderating relationships between an individual's stated intent to stay and pay inequity, organizational commitment, and job satisfaction?

## CHAPTER 2

### METHOD

The proposed model developed in Chapter 1 depicts a hypothesized relationship among the antecedent variables, the intervening variables, and the dependent variable, along with the influence of the moderating variable. This study investigates the degree to which these relationships exist.

#### Population and Sample

Establishment of the population for this study was based on the work done by Farrell and Rusbult (2:93) and Sheldon (18:149) who suggested that the magnitude of an individual's commitment to an organization is directly proportional to the individual's investment in that organization. With this in mind, it was assumed that the investment beyond the mid-point of an individual's military career (ten years) would increase the individual's intent to stay in the USAF. While Chapter 1 presented the apparent middle management problem as predominant in the six to twelve years experience group, the population was established as those military members with ten years or less military service. This population lacks the additional investment of those with over ten years service, and study of this less experienced group

may provide suggestions for retaining USAF personnel through the ten year point where increased investments serve to increase the individual's intent to stay.

The population for this research effort consisted of all active duty USAF personnel (officer and enlisted) assigned to Wright-Patterson AFB, Ohio (WPAFB), having a Total Active Federal Military Service Date (TAFMSD) of 1 August 1972 and later. The population did not include those personnel assigned to the Air Force Institute of Technology (AFIT).

The sample was selected from the population as follows. The 2750 Air Base Wing Consolidated Base Personnel Office (2750 ABW/CBPO) at WPAFB provided a list of 4060 personnel comprising the population. A random sample was drawn from this list. The measurement instrument was sent to each person in the sample through the base distribution system and completed instruments were returned in the same manner. Of the 503 instruments sent out, a total of 267 were returned, resulting in a return rate of 53.1 percent. The cover letter on the survey instrument assured respondents that their answers would be held confidential. The Privacy Statement explained to the respondents the purposes and uses of their responses and that participation in the survey was voluntary. There were no questions in the instrument that would allow identification of the respondents. It was assumed that the anonymity, confidentiality, and voluntary participation

Table 2  
Sample Demographics

Demographic Variable	Percent of Sample
Sex	
Male	85.8
Female	14.2
Age Group	
Less than 19 years	4.5
20 to 25 Years	52.1
26 to 31 Years	33.3
Over 31 Years	10.1
Education	
No College	21.4
Some College	28.4
Bachelor's Degree	32.2
Advanced Degree	18.0
Rank Group <sup>a</sup>	
Airman	25.1
Noncommissioned Officer	26.6
Officer	47.2
Time in Service	
Less than 1 Year	12.0
1 to 4 Years	39.4
4 to 8 Years	34.8
More than 8 Years	13.8

<sup>a</sup> Percentages do not add to 100 percent due to missing data.

would result in responses that reflected the respondents' true feelings.

Some of the demographics of the sample are shown in Table 2.

### Measures

A questionnaire was developed to measure the variables contained in the proposed model. A complete questionnaire is presented in the appendix. With the exception of several demographic questions, the measures used a five or seven-point Likert scale. For the purpose of this study, it was assumed that the results obtained by the Likert scale measures were interval data or better. This assumption has been made in order to permit the use of parametric statistical analysis techniques. The operational definitions and the variable measures for each variable are listed below.

Antecedent Variables. All nondemographic antecedent variables were measured using a five-point Likert scale.

Age Group. Question 2 asked respondents to indicate their age on their last birthday. Responses to this demographic measure were (1) less than 19, (2) 20 or 21, (3) 22 or 23, (4) 24 or 25, (5) 26 or 27, (6) 28 or 29, (7) 30 or 31, (8) 32 or 33, and (9) over 33.

After the questionnaires were returned, it was discovered that the first response read "less than 19" rather than the intended "less than 20." Because of this error, 19 years old respondents may have had difficulty answering this question. The actual number of these respondents is unknown; as a result, the effects of this error are uncertain. It was assumed that the effects of this error were insignificant.



Formal Education Level. Question 3 asked respondents to describe their highest formal education level. Responses to this demographic measure were (1) non high school graduate, (2) high school graduate (including GED), (3) some college work but no degree, (4) Associate's degree, (5) Bachelor's degree, (6) some graduate work but no advanced degree, (7) Master's degree, and (8) Doctoral degree.

Tenure. Question 5 asked respondents to indicate their total active duty military time regardless of the branch of service. Responses to this demographic measure were (1) less than 1 year, (2) at least 1 year but less than 2 years, (3) at least 2 years but less than 4 years, (4) at least 4 years but less than 6 years, (5) at least 6 years but less than 8 years, (6) at least 8 years but less than 10 years, and (7) at least 10 years or more.

Performance. Question 6 asked respondents to indicate the overall rating of their last performance report. Responses ranged from one to nine with a tenth response for "I don't know" and a final response for "I haven't had one written yet."

An enlisted member's performance report uses a scale with a 9 indicating the highest rating, while an officer's performance report uses a scale with a 1 indicating the highest rating. In order to make the scales compatible, the officers' responses were reversed to match the enlisted scale during the analysis.

Perceived Pay Differential. Individuals' perceptions of how military pay and allowances compare with pay in civilian employment for similar work.

Question 7 measured this variable: "How do you think your military pay and allowances compare with pay in civilian employment for similar work?" Responses ranged from a low of "Civilian pay is far higher than military pay" to a high of "Military pay is far higher than civilian pay."

Patriotism. Individuals' description of their patriotism as compared to the patriotism they observe in others.

Question 8 measured this variable: "Compared to the patriotism you see in your co-workers, which of the following statements best describes your own patriotism?" Responses ranged from a low of "My patriotism is much lower than my co-workers" to a high of "My patriotism is much higher than my co-workers."

Family/Friends Attitude Toward the USAF. Individuals' impressions of how their immediate family and friends feel toward the individual's being in the USAF.

Question 9 measured this variable: "The attitudes of my immediate family and friends toward my being in the Air Force is:" Responses ranged from a low of "Very unfavorable" to a high of "Very favorable."

Retirement Benefits. Individuals' perceptions toward USAF retirement benefits as compared with civilian retirement benefits.

Question 10 measured this variable: "Which of the following statements best indicates your feelings toward Air Force retirement benefits as compared with civilian retirement benefits?" Responses ranged from a low of "Civilian retirement benefits are much better than Air Force" to a high of "Air Force retirement benefits are much better than civilian."

Job Security. Individuals' perceptions toward USAF job security as compared with civilian job security.

Question 11 measured this variable: "Which of the following statements best indicates your feelings toward Air Force job security as compared with civilian job security?" Responses ranged from a low of "Civilian job security is much better than Air Force job security" to a high of "Air Force job security is much better than civilian job security."

Past Upward Mobility. The measured attitude of individuals toward their past promotions and career progression in the USAF.

Question 12 measured this variable: "Based on the effort that you have put into your job in the past, how do you feel about your past promotions and career progression in the Air Force?" Responses ranged from a low of "My past promotions and career progression have been very poor" to a high of "My past promotions and career progression have been very good."

Potential Upward Mobility. The measured attitude of individuals toward their future opportunities for promotion

and career progression in the USAF.

Question 13 measured this variable: "In terms of the effort you will be expected to put into your job in the future, how do you feel about your future opportunities for promotion and career progression in the Air Force?" Responses ranged from a low of "My future opportunities will be very poor" to a high of "My future opportunities will be very good."

Social Involvement. A combination of two factors. The first factor is the frequency that an individual attends USAF sponsored social activities, and the second is how the individual feels about being with other USAF members on a social basis.

Questions 14 and 15 measured this variable. Question 14: "How often do you attend Air Force sponsored social activities?" Responses ranged from a low of "Almost never" to a high of "Almost always." Question 15: "How do you feel about being with other Air Force members on a social basis?" Responses ranged from a low of "I really dislike it" to a high of "I really like it." Responses to these two questions were averaged in each case to give an overall measure of social involvement. The estimated reliability coefficient for this measure was .63.

Equity of Treatment. A combination of three factors. These factors are the individuals' perceptions of how fairly they have been treated as compared to the perceived treatment of others by: (1) their supervisor; (2) the Air Force; and

(3) their co-workers.

Questions 16, 17, and 18 measured this variable.

Question 16: "How fairly has your supervisor treated you compared with the treatment of your co-workers?" Responses ranged from a low of "I have been treated much worse" to a high of "I have been treated much better." Question 17: "How fairly has the Air Force treated you compared with the treatment of other Air Force members?" Responses ranged from a low of "I have been treated much worse" to a high of "I have been treated much better." Question 18: "How fairly have your co-workers treated you compared with the way they have treated your other co-workers?" Responses ranged from a low of "I have been treated much worse" to a high of "I have been treated much better." Responses to these three questions were averaged in each case to give an overall measure of equity of treatment. The estimated reliability coefficient for this measure was .29.

Routinization. Individuals' attitudes toward the degree of routineness in their jobs.

This measure is obtained from two factors: the amount of routineness an individual finds in the job, and the amount of routineness the individual desires in the job. For example, if an individual finds and desires the same level of routineness, the individual's attitude would be considered favorable.

Questions 19 and 20 measured this variable. Question 19: "To what extent are the activities that make up your

job routine or varied; that is, to what extent does the job require you to do the same things over and over again (routine) or to what extent does the job require you to do many different things (varied)?" Responses ranged from a low of "Extremely routine" to a high of "Extremely varied." Question 20: "Using the same meanings for routine and varied described in the above question, how routine and varied would you like the activities that make up your job to be?" Responses ranged from a low of "Extremely routine" to a high of "Extremely varied." The measure of routinization was obtained by taking the numerical difference of questions 19 and 20. The estimated reliability coefficient for this measure was .46.

Attitude Toward Career Field. Individuals' indicated feelings toward their USAF career field.

Question 21 measured this variable: "Which of the following statements best indicates your feelings toward your Air Force career field?" Responses ranged from a low of "I hate my career field" to a high of "I love my career field."

Opportunity for a Higher Paying Job. The ease with which individuals perceive they can obtain a civilian job that would pay more than they are making in the USAF.

Question 23 measured this variable: "How easy would it be for you to get another job as a civilian that would

pay you more than you are now making?" Responses ranged from a low of "Very difficult" to a high of "Very easy."

Opportunity for a More Enjoyable Job. The ease with which individuals perceive they can obtain a civilian job that they would enjoy more than their current USAF job.

Question 24 measured this variable: "How easy would it be for you to get another job as a civilian that you would enjoy more than the job you now have?" Responses ranged from a low of "Very difficult" to a high of "Very easy."

#### Intervening Variables.

Pay Inequity. A combination of three factors. These factors are the individuals' perceptions of the adequacy of their pay received in the USAF based on: (1) their effort put into their job; (2) their job investments; and (3) the effort they perceive other USAF members putting into their jobs. NOTE: The phrase "adequacy of . . . pay" was specifically not defined to allow each individual to consider those portions of pay (base pay, housing, medical benefits, and other military compensations) that are important to that individual. Since this study was concerned with perceptions of pay inequity, it was important to allow each individual to define his/her own concept of "adequacy of . . . pay."

Questions 25, 26, and 27 measured this variable using a five-point Likert scale. Question 25: "Based on

the effort that you put into your job, how do you feel about the pay you receive in the Air Force?" Responses ranged from a low of "Based on my effort, my pay is very poor" to a high of "Based on my effort, my pay is very good." Question 26: "Compared to the effort that other Air Force members put into their jobs, how do you feel about the pay you receive in the Air Force?" Responses ranged from a low of "Compared to the effort of others, my pay is very poor" to a high of "Compared to the effort of others, my pay is very good." Question 27: "Based on your investment in your job (time, energy, experience, education, and so forth), how do you feel about the pay you receive in the Air Force?" Responses ranged from a low of "Based on my investments, my pay is very poor" to a high of "Based on my investments, my pay is very good." Responses to these three questions were averaged in each case to give an overall measure of pay inequity. The estimated reliability coefficient for this measure was .85.

Organizational Commitment. The degree to which individuals indicate commitment to the USAF as an organization as measured by Porter's Organizational Scale. The measure used was taken from the version validated by Porter, Steers, Mowday, and Boulian (1969). Most of the statements developed by Porter et al. contained the phrase "the organization." In each of these statements, this phrase was changed to read



"the Air Force" to eliminate confusion about which organization was intended. The intent of these measures was not to see how committed individuals were to the unit they were assigned to or the office they worked in.

Questions 33 through 47 measured this variable. Each of these measures presented a statement that the individual was asked to respond to on a seven-point Likert scale which ranged from strongly disagree to strongly agree. Following are the organizational commitment measures:

(33) I am willing to put in a great deal of effort beyond that normally expected in order to help the Air Force be successful.

(34) I talk up the Air Force to my friends as a great organization to work for.

(35) I feel very little loyalty to the Air Force.

(36) I would accept almost any type job assignment in order to keep working for the Air Force.

(37) I find that my values and the Air Force's values are very similar.

(38) I am proud to tell others that I am a member of the Air Force.

(39) I could just as well be working for a different organization as long as the type of work was similar.

(40) The Air Force really inspires the very best in me in the way of job performance.

(41) It would take very little change in my present circumstances to cause me to leave the Air Force.

(42) I am extremely glad that I chose the Air Force to work for, over others I was considering at the time I joined.

(43) There's not too much to be gained by sticking with the Air Force indefinitely.

(44) Often, I find it difficult to agree with the Air Force's policies on important matters relating to its employees.

(45) I really care about the fate of the Air Force.

(46) For me the Air Force is the best of all possible organizations for which to work.

(47) Deciding to work for the Air Force was a definite mistake on my part.

Responses to these questions were averaged in each case to give an overall measure of organizational commitment. The estimated reliability coefficient for this measure was .88.

Job Satisfaction. The degree to which individuals indicate satisfaction with their job as measured by Hoppock's Job Satisfaction Measure. The measure used was taken from the version developed and validated by McNichols, Stahl, and Manley (11:738). The only change made to this version was the elimination of italicized words in the question stems.

Question 28 through 31 measured this variable using a seven-point Likert scale.

Question 28: "Which one of the following shows how much of the time you feel satisfied with your job?" Responses ranged from a low of "Never" to a high of "All of the time." Question 29: "Choose the one of the following statements which best tells how well you like your job." Responses ranged from a low of "I hate it" to a high of "I love it." Question 30: "Which one of the following best tells how you feel about changing your job?" Responses ranged from a low of "I would quit this job at once if I could" to a high of "I would not exchange my job for any other." Question 31: "Which one of the following shows how you think you compare with other people?" Responses ranged from a low of "No one dislikes his job more than I dislike mine" to a high of "No one likes his job better than I like mine." Responses to these questions were averaged in each case to give an overall measure of job satisfaction. The estimated reliability coefficient for this measure was .89.

#### Dependent Variable.

Intent to Stay. The measured attitude of individuals toward making the USAF a career.

Question 32 measured this variable using a five-point Likert scale: "Which one of the following best describes your attitude toward making the Air Force a career?" Responses ranged from a low of "Definitely do not intend to make the Air Force a career" to a high of "Definitely intend to make the Air Force a career."

### Moderating Variable.

Opportunity for Another Job. The ease with which individuals perceived they could obtain any civilian job if they left the USAF immediately.

Question 22 measured this variable using a five-point Likert scale: "If you left the Air Force tomorrow, how easy would it be for you to get another job?" Responses ranged from a low of "Very difficult" to a high of "Very easy."

### Other Variables.

Duty Air Force Specialty Code (DAFSC). The coded identification of the job that the individual is currently performing.

As discussed earlier, the respondents' attitudes toward their career fields may have an influence on their degree of job satisfaction. The DAFSC of the respondents was requested in order to determine if there was a pattern of positive or negative attitudes within any particular DAFSC. The survey instructions requested that the DAFSC be listed in the area of the Air Force Sample Survey Answer Sheet (AF Form 223) normally used to record the individual's Social Security Account Number (SSAN). Many respondents did not provide their DAFSC as requested, and because of this missing data, no patterns of positive or negative attitudes could be determined.

Sex. Question 1 asked respondents to identify their sex as either male or female.

As stated in the literature review, Martin showed that sex contributed significantly to job satisfaction (9:321), while Weaver indicated that differences in job satisfaction between males and females were insignificant (24:365). Because of this disagreement in findings, the present researchers wished to establish whether or not there was a sexual class distinction in the job satisfaction or intent to stay of the population.

Rank Group. Question 4 asked respondents to identify their rank as either Airman, Noncommissioned Officer, or Officer.

This question was included to determine the rank classifications of the sample. The results have been presented in Table 2.

#### Procedure

The data were analyzed using the Statistical Package for the Social Sciences (SPSS) subroutine contained in the Harris 500 Computer System located in Building 641, Area B, Wright-Patterson AFB, Ohio. The general methodology used was to analyze the data using multiple regression analysis of the variables' relationships shown in the proposed model. Prior to the regression analysis, scattergram plots of each relationship were produced to determine if any visual evidence existed to suggest the use of nonlinear relationships in formulating the regression models used. The scattergrams produced no evidence to suggest that nonlinear relationships should be used in lieu of linear relationships; therefore, linear

relationships between the variables were used in all regression models.

The scattergram analysis of the performance measure indicated that virtually all of the performance ratings were at the upper end of the measure scale. Further analysis showed that only 94 valid responses to the performance measure existed within the 267 returned questionnaires. The possible range for this measure was from one to nine. Of the valid responses, the mean was 8.95, the minimum response was 5, and only two respondents indicated a performance rating of less than 8. Because the variance of the measure was .18 and the mean was only slightly below the maximum response, the performance measure was removed from consideration during further analysis.

## CHAPTER 3

### RESULTS

This section presents the results of statistical analyses testing of the research questions presented in Chapter 1. A correlation matrix of all the variables in the proposed model is shown in Table 3. Each research question is evaluated separately.

Research Question 1. Do perceived pay differential, opportunity for a higher paying job, formal education level, tenure, and age group contribute significantly to an individual's perceived pay inequity?

Pay inequity was regressed on the antecedents identified in this research question and the results are shown in Table 4. Perceived pay differential and opportunity for a higher paying job combined to significantly ( $p < .01$ ) predict pay inequity ( $R^2 = .24$ ). The best predictor of this criterion was perceived pay differential (Beta = .37). Opportunity for a higher paying job explained significant unique criterion variance ( $R^2 = .03$ ) and entered the regression model with a negative weight (Beta = -.22). This result suggests that individuals perceiving fewer opportunities for higher paying jobs also perceive more pay inequity.

Table 3  
Correlation Matrix

Code	Variable Name	Mean	Standard Deviation
INT	Intent to stay	3.40	1.17
COM	Organizational commitment	4.94	1.04
SAT	Job satisfaction	4.55	1.13
PAY	Pay inequity	2.49	.82
SEX	Sex	1.15	.36
AGE	Age group	4.47	2.13
FED	Formal education level	4.34	1.87
TIS	Tenure	3.52	1.55
PPD	Perceived pay differential	1.97	.91
PAT	Patriotism	3.66	.72
AFF	Family/friends attitudes toward USAF	4.15	.90
RET	Retirement benefits	3.80	.87
SEC	Job security	4.26	.78
PUM	Past upward mobility	3.28	.96
FUM	Potential upward mobility	3.33	1.09
SOC	Social involvement	3.03	.77
EQT	Equity of treatment	3.05	.33
ROU	Routinization	3.99	1.15
OPI	Opportunity for another job	3.67	1.26
OP2	Opportunity for a higher paying job	3.49	1.32
OP3	Opportunity for a more enjoyable job	3.21	1.18



Table 3 (continued)

## Correlation Matrix

	INT	COM	SAT	PAY	SEX	AGE	FED	TIS	PPD	PAT	AFF
INT	1.00										
COM	.65	1.00									
SAT	.30	.34	1.00								
PAY	.11	.16	-.05	1.00							
SEX	-.11	.07	-.03	.12	1.00						
AGE	.31	.03	.15	.08	-.08	1.00					
FED	.12	-.01	.11	.03	-.00	.63	1.00				
TIS	.30	.00	.06	.00	-.19	.68	.23	1.00			
PPD	.16	.15	-.03	.49	.18	.26	.12	.10	1.00		
PAT	.26	.34	.07	-.17	-.04	.04	.08	.08	-.09	1.00	
AFF	.27	.46	.18	.14	.12	-.14	-.08	-.14	.18	.16	1.00
RET	.09	.20	.12	.17	-.03	.08	.18	-.07	.13	.10	.12
SEC	.09	.23	.15	.07	.07	-.11	-.11	-.06	-.05	.08	.17
PUM	.20	.19	.16	.14	.08	.19	.21	.11	.25	.09	.11
FUM	.35	.38	.18	.16	.11	-.02	.06	-.08	.24	-.00	.21
SOC	.26	.44	.23	-.02	.07	-.04	.12	-.13	-.04	.23	.20
EQT	.10	.21	.22	.02	-.01	.05	.02	.04	.10	.05	.12
ROU	.09	.10	.51	-.05	-.09	.12	.25	-.01	-.08	-.00	.10
OP1	-.16	-.21	.04	-.18	.01	.21	.37	.01	-.13	-.04	-.16
OP2	-.15	-.18	.07	-.38	-.11	.00	.23	-.08	-.49	.03	-.18
OP3	-.38	-.42	-.39	-.19	.01	-.05	.04	-.02	-.21	-.05	-.28

Table 3 (continued)  
Correlation Matrix

	RET	SEC	PUM	FUM	SOC	EQT	ROU	OP1	OP2	OP3
RET	1.00									
SEC	.16	1.00								
PUM	.02	.11	1.00							
FUM	.01	.17	.39	1.00						
SOC	.06	.13	.07	.18	1.00					
EQT	.06	.20	.20	.17	.05	1.00				
ROU	.14	.01	.14	.06	.11	.06	1.00			
OP1	.08	-.03	-.02	-.02	.07	-.01	.10	1.00		
OP2	-.02	.02	-.10	-.07	.17	-.06	.14	.72	1.00	
OP3	-.21	-.12	-.19	-.14	-.05	-.13	-.25	.38	.43	1.00

Research Question 2. Do patriotism, family/friends attitudes toward the USAF, retirement benefits, job security, past upward mobility, potential upward mobility, social involvement, performance, equity of treatment, tenure, and age group contribute significantly to an individual's organizational commitment?

The predictor "performance" was not tested. It remains in the restatement of this question because the question was formulated from a portion of the proposed model that was

Table 4  
Regression of Pay Inequity  
on Hypothesized Direct Antecedents

Predictor	Beta	R <sup>2</sup>	R <sup>2</sup> Change <sup>a</sup>
Perceived pay differential	.37	.216	.216*
Opportunity for a higher paying job	-.22	.244	.028*
Formal education level	.12	.247	.003
Age group	-.09	.253	.006
Tenure	-.02	.254	.000 <sup>b</sup>

<sup>a</sup>The values for R<sup>2</sup> may not add due to rounding.

<sup>b</sup>The value for change in R<sup>2</sup> rounds to .000.

\* $p < .01$ .

supported by the literature review. The measure of performance used in this study, as discussed in Chapter 2, showed a very high mean value with very little variance; this indicated possible confounding effects. A different measure of performance may yield more valid data and, therefore, performance should be considered during future research efforts.

Organizational commitment was regressed on the antecedents identified in this research question and the results are shown in Table 5. Family/friends attitudes toward the USAF, social involvement, potential upward mobility,

Table 5  
Regression of Commitment  
on Hypothesized Direct Antecedents

Predictor	Beta	R <sup>2</sup>	R <sup>2</sup> Change <sup>a</sup>
Family/friends attitudes toward USAF	.31	.225	.225*
Social involvement	.27	.344	.119*
Potential upward mobility	.23	.389	.045*
Patriotism	.21	.438	.049*
Job security	.09	.451	.012
Retirement benefits	.09	.459	.009
Tenure	.07	.468	.009
Equity of treatment	.08	.473	.005
Past upward mobility	-.03	.474	.001
Age group	.03	.474	.001

<sup>a</sup>The values for R<sup>2</sup> may not add due to rounding.

\*  $p < .01$ .

and patriotism combined to significantly ( $p < .01$ ) predict organizational commitment ( $R^2 = .44$ ). The best predictor of this criterion was family/friends attitudes toward the USAF (Beta = .31). Social involvement, potential upward mobility, and patriotism each explained significant unique criterion variance ( $R^2 = .12$ ,  $R^2 = .04$ , and  $R^2 = .05$ , respectively). The

positive beta-weights of these results suggest that individuals who perceive a favorable attitude toward the USAF by their family and friends, enjoy attending USAF sponsored activities, perceive favorable future career advancement, and consider themselves patriotic are inclined to indicate higher commitment to the USAF.

Research Question 3. Do patriotism, routinization, attitude toward career field, opportunity for a more enjoyable job, job security, performance, equity of treatment, formal education level, tenure, and age group contribute significantly to an individual's job satisfaction?

The predictor "performance" was not tested for the same reasons indicated under organizational commitment. Job satisfaction was regressed on the antecedents identified in this research question and the results are shown in Table 6. Attitude toward career field, opportunity for a more enjoyable job, routinization, equity of treatment, patriotism, and formal education level combined to significantly (the first three at  $p < .01$ ) predict job satisfaction ( $R^2 = .68$ ). The best predictor of this criterion was attitude toward career field (Beta = .66). Opportunity for a more enjoyable job and routinization each explained significant unique criterion variance ( $R^2 = .04$  and  $R^2 = .01$ , respectively). Equity of treatment, patriotism, and formal education level each explained significant ( $p < .05$ ) unique criterion variance, but in each

Table 6  
Regression of Job Satisfaction  
on Hypothesized Direct Antecedents

Predictor	Beta	R <sup>2</sup>	R <sup>2</sup> Change <sup>a</sup>
Attitude toward career field	.66	.606	.606**
Opportunity for a more enjoyable job	-.15	.644	.038**
Routinization	.16	.657	.014**
Equity of treatment	.09	.667	.009*
Patriotism	.07	.672	.005*
Formal education level	-.10	.675	.004*
Age group	.06	.678	.002
Job Security	.03	.679	.001
Tenure <sup>b</sup>	---	----	----

<sup>a</sup>The values for R<sup>2</sup> may not add due to rounding.

<sup>b</sup>This predictor did not enter the regression model.

\*  $p < .05$ .

\*\*  $p < .01$ .

case the R<sup>2</sup> was less than .01. These results suggest that individuals who have a favorable attitude toward their career field, perceive fewer opportunities for more enjoyable jobs, and find the desired amount of routinization in their job tend to indicate a higher level of job satisfaction. This

Table 7  
Regression of Intent to Stay  
on Hypothesized Direct Antecedents

Predictor	Beta	R <sup>2</sup>	R <sup>2</sup> Change <sup>a</sup>
Organizational commitment	.63	.438	.438*
Job satisfaction	.08	.443	.006
Pay inequity	.03	.444	.001

<sup>a</sup>The values for R<sup>2</sup> may not add due to rounding.

\* $p < .01$ .

level of job satisfaction tends to rise, although by a small amount, in individuals who perceive equitable treatment, consider themselves patriotic, and are less educated.

Research Question 4. Do pay inequity, organizational commitment, and job satisfaction contribute significantly to the prediction of an individual's stated career intent?

Intent to stay was regressed on the antecedents identified in this research question and the results are shown in Table 7. Organizational commitment was the only statistically significant ( $p < .01$ ) predictor of intent to stay ( $R^2 = .44$ ). Commitment entered the regression model with beta-weight of .63 which suggests that individuals who indicate high levels of organizational commitment also indicate

Table 8  
Regression of Intent to Stay  
in the Presence of the Moderator

Predictor	Beta	R <sup>2</sup>	R <sup>2</sup> Change <sup>a</sup>
Organizational commitment	.62	.438	.438*
Job satisfaction	.09	.443	.006
Pay inequity	.02	.444	.001
Opportunity for another job	-.03	.445	.001

<sup>a</sup>The values for R<sup>2</sup> may not add due to rounding.

\* $p < .01$ .

high levels of intent to remain in the USAF.

Research Question 5. Does opportunity for another job moderate the relationships between an individual's stated intent to stay and pay inequity, organizational commitment, and job satisfaction?

In order to answer this question, two regression model analyses were compared; one model contained the moderator opportunity for another job and the other did not. Intent to stay was regressed on the antecedents identified in research Question 4 in the presence of the moderator. The results of this regression analysis are shown in Table 8.



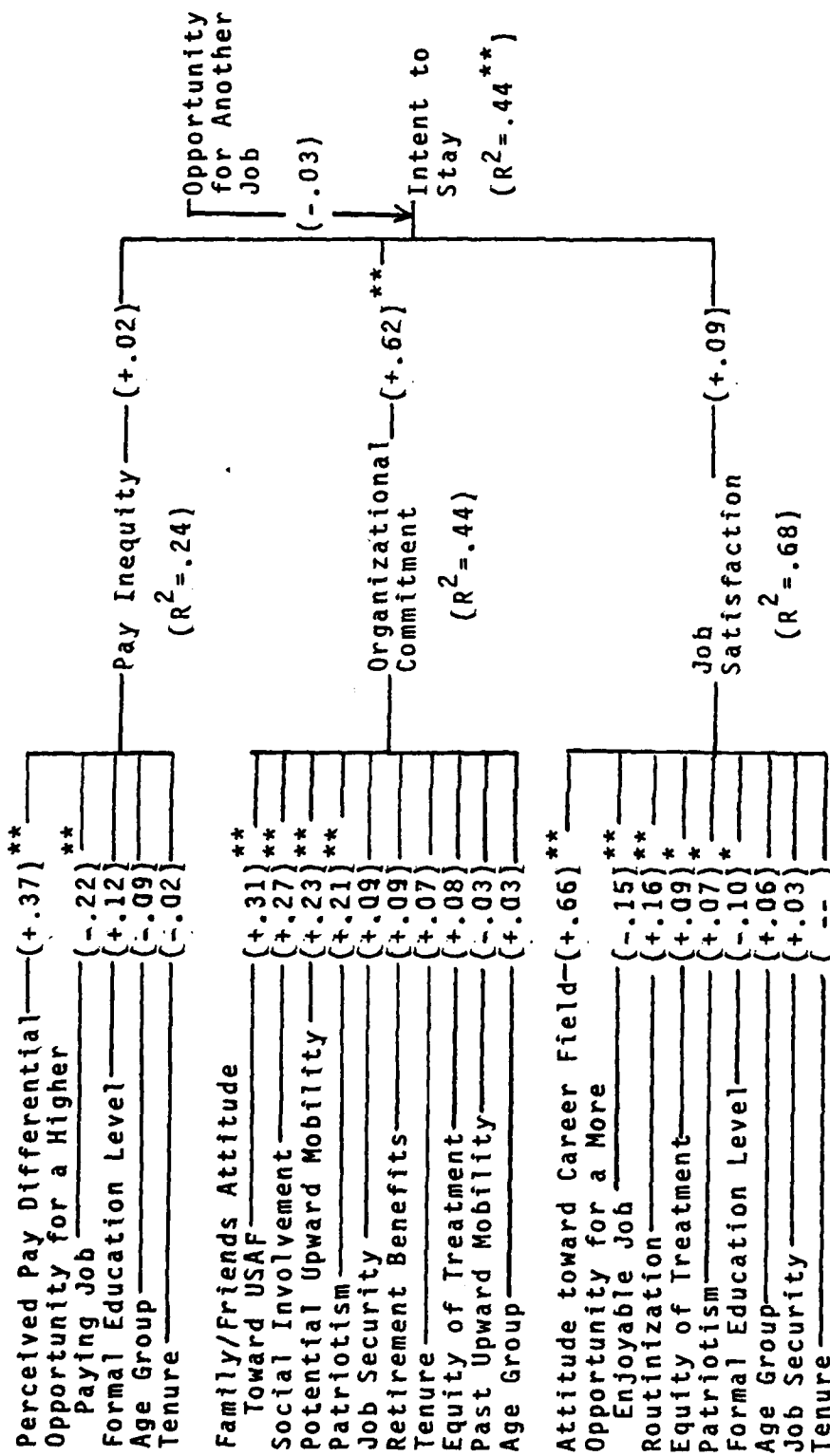
The model without the moderator is the same model used to answer Research Question 4. A comparison of the results shown in Tables 7 and 8 indicates that the moderating effect of opportunity for another job is negligible.

Summary. The combined results of the above analyses are shown in Figure 3. To obtain this figure, the analyses results shown in Tables 4, 5, 6, and 8 were superimposed on the original intent to stay model proposed in Chapter 1. The order of the antecedent variables in Figure 3 have been changed to reflect the order in which these variables entered the regression models. The  $R^2$  shown at each step is that resulting from only the statistically significant predictors.

#### Results of Supplemental Analyses

At this point in the analysis, many of the relationships in the proposed model had not been found to be statistically significant, nor had the variable sex been included in any of the regression models (see Figure 3). A search was begun to determine if a set of relationships could be identified that would indicate a higher coefficient of determination for intent to stay than that of the proposed model.

In Chapter 1, a list of variables was identified which had been shown by Martin (10:81-87) to have consistent significant relationships with turnover (see Table 1). Of this list of variables, only social involvement, potential upward mobility, and organizational commitment have been shown



\*  $p < .05$

\*\*  $p < .01$

Figure 3. Summary of Results of Proposed Model Analysis

in Figure 3 to have a significant relationship with intent to stay. Since the remaining variables in Table 1 were tested for only indirect effects on intent to stay through the intervening variables and since these indirect effects were nonsignificant, the search for a better set of relationships was begun by testing the antecedent variables for direct effects on intent to stay. This test consisted of regressing intent to stay on all of the antecedent variables and the demographic variable sex. Those variables identified as being significant predictors of intent to stay in this test are shown in Table 9.

As can be seen from these results, tenure, sex, and age group, which have not yet been shown to be significant predictors of the intervening variables, have been shown to be statistically significant predictors of intent to stay. Of the remaining predictors shown, only opportunity for a more enjoyable job was not previously shown to be a predictor of organizational commitment. The results shown in Table 9 suggest that tenure, sex, and age group affect intent to stay directly, while potential upward mobility, social involvement, family/friends attitudes toward the USAF, and patriotism affect intent to stay indirectly through their effect on organizational commitment. The best antecedent predictor of intent to stay, opportunity for a more enjoyable job (Beta = -.27), was originally proposed to affect job satisfaction, which was not a statistically significant predictor of

Table 9  
Significant Antecedent Predictors of Intent to Stay

Predictor	Beta	R <sup>2</sup>	R <sup>2</sup> Change <sup>a</sup>
Opportunity for a more enjoyable job	-.27	.155	.155**
Tenure	.24	.245	.090**
Potential upward mobility	.24	.317	.072**
Social involvement	.16	.363	.046**
Family/friends attitudes toward USAF	.20	.394	.032**
Patriotism	.13	.412	.018**
Sex	-.14	.427	.015**
Age group	.14	.438	.010*

<sup>a</sup>The values for R<sup>2</sup> may not add due to rounding.

\*  $p < .05$ .

\*\*  $p < .01$ .

intent to stay. This suggested that opportunity for a more enjoyable job was acting directly on intent to stay as did tenure, sex, and age group.

The predictors opportunity for a more enjoyable job, tenure, sex, and age group were evaluated to determine if their contributions to intent to stay were direct, indirect, or both. The simple correlation coefficients ( $r$ ) of tenure, sex, and age group with intent to stay (see Table 3) are

clearly much higher than their correlations with commitment. This supported direct relationships between these three predictors and intent to stay. In the case of opportunity for a more enjoyable job, its correlation with intent to stay was lower than its correlation with commitment ( $-.38$  vs  $-.42$ ). This suggested that opportunity for a more enjoyable job acted indirectly on intent to stay through an effect on organizational commitment that was not originally proposed. The possibility of this indirect effect was tested by adding opportunity for a more enjoyable job to the list of proposed antecedents of organizational commitment and regressing commitment on this new list of variables. Those variables identified as statistically significant predictors of organizational commitment in this test are shown in Table 10.

The regression of commitment on its proposed antecedents (see Table 5) showed that family/friends attitudes toward the USAF, social involvement, potential upward mobility, and patriotism were significant predictors of commitment. Table 10 shows these four predictors remained significant ( $p < .01$ ) in this test. In addition, opportunity for a more enjoyable job was shown to be a significant predictor of commitment ( $\text{Beta} = -.29$ ,  $p < .01$ ). Another result indicated in Table 10 is that these five predictors combined to predict organizational commitment better than the four predictors identified in Table 5 ( $R^2 = .52$  vs  $R^2 = .44$ ).

Table 10  
Significant Antecedent Predictors of Commitment

Predictor	Beta	R <sup>2</sup>	R <sup>2</sup> Change <sup>a</sup>
Family/friends attitudes toward USAF	.24	.214	.214*
Social involvement	.28	.340	.125*
Opportunity for a more enjoyable job	-.29	.428	.088*
Potential upward mobility	.24	.474	.046*
Patriotism	.22	.520	.046*

<sup>a</sup>The values for R<sup>2</sup> may not add due to rounding.

\* $p < .01$ .

As previously shown, pay inequity and job satisfaction were not found to be significant predictors of intent to stay (see Table 7). The correlation matrix (Table 3) shows the correlation of these two variables with organizational commitment to be .16 and .34, respectively. This suggested the possibility that pay inequity and/or job satisfaction were significant predictors of commitment. In order to test this possibility, pay inequity and job satisfaction were added to the list of significant antecedent predictors of commitment shown in Table 10, and commitment

was then regressed on this list of seven variables. The significant predictors of commitment identified in this test were the same as those shown in Table 10. In the regression, pay inequity entered after patriotism at a nonsignificant level, and then job satisfaction entered, also at a nonsignificant level. These results indicated that pay inequity and job satisfaction were not significant predictors of commitment, nor did these two variables appreciably alter the significant antecedent predictors of commitment shown in Table 10.

In order to separate the direct and indirect effects of the variables shown in Table 9 on intent to stay, intent to stay was regressed on organizational commitment, opportunity for a more enjoyable job, tenure, potential upward mobility, social involvement, family/friends attitudes toward the USAF, patriotism, sex, and age group. The significant predictors resulting from this regression are shown in Table 11. As shown, after commitment entered the regression, tenure, potential upward mobility, sex, opportunity for a more enjoyable job, and age group entered as direct predictors of intent to stay at a statistically significant level ( $p < .01$  and  $p < .05$ ). The results shown in Table 11, combined with the results shown in Table 10, indicate that potential upward mobility and opportunity for a more enjoyable job have direct effects on intent to stay in addition to their indirect

Table 11  
Significant Predictors of Intent to Stay  
in the Presence of Organizational Commitment

Predictors	Beta	R <sup>2</sup>	R <sup>2</sup> Change <sup>a</sup>
Organizational commitment	.56	.435	.435**
Tenure	.20	.426	.091**
Potential upward mobility	.14	.540	.014**
Sex	-.12	.553	.013**
Opportunity for a more enjoyable job	-.11	.564	.011*
Age group	.14	.574	.010*

<sup>a</sup>The values for R<sup>2</sup> may not add due to rounding.

\* $p < .05$ .

\*\* $p < .01$ .

effects through organizational commitment. Further, because of their nonsignificant direct effects on intent to stay in this test, patriotism, social involvement, and family/friends attitudes toward the USAF only affect intent to stay through their effects on organizational commitment. The final result indicated in Table 11 is that these predictors combined to predict intent to stay better than either the proposed predictors shown in Table 7 ( $R^2 = .57$  vs  $R^2 = .44$ ) or those antecedent predictors shown in Table 9 ( $R^2 = .57$  vs  $R^2 = .44$ ).



## CHAPTER 4

### DISCUSSION

After analysing the proposed model, a search was begun to identify a set of relationships that would indicate a higher coefficient of determination for intent to stay than that of the proposed model. The results of this search indicated that the significant predictors of organizational commitment were different from those contained in the proposed model. The significant predictors of organizational commitment listed in Table 10 are family/friends attitudes toward the USAF, social involvement, opportunity for a more enjoyable job, potential upward mobility, and patriotism. In addition, the relationships between intent to stay and pay inequity, organizational commitment, and job satisfaction were not well represented by the proposed model. Based on the results obtained from the relationship search portion of Chapter 3, the proposed model has been revised as shown in Figure 4. Job satisfaction and pay inequity were found to be nonsignificant predictors of both intent to stay and organizational commitment, and several antecedent variables were found to significantly predict intent to stay directly.

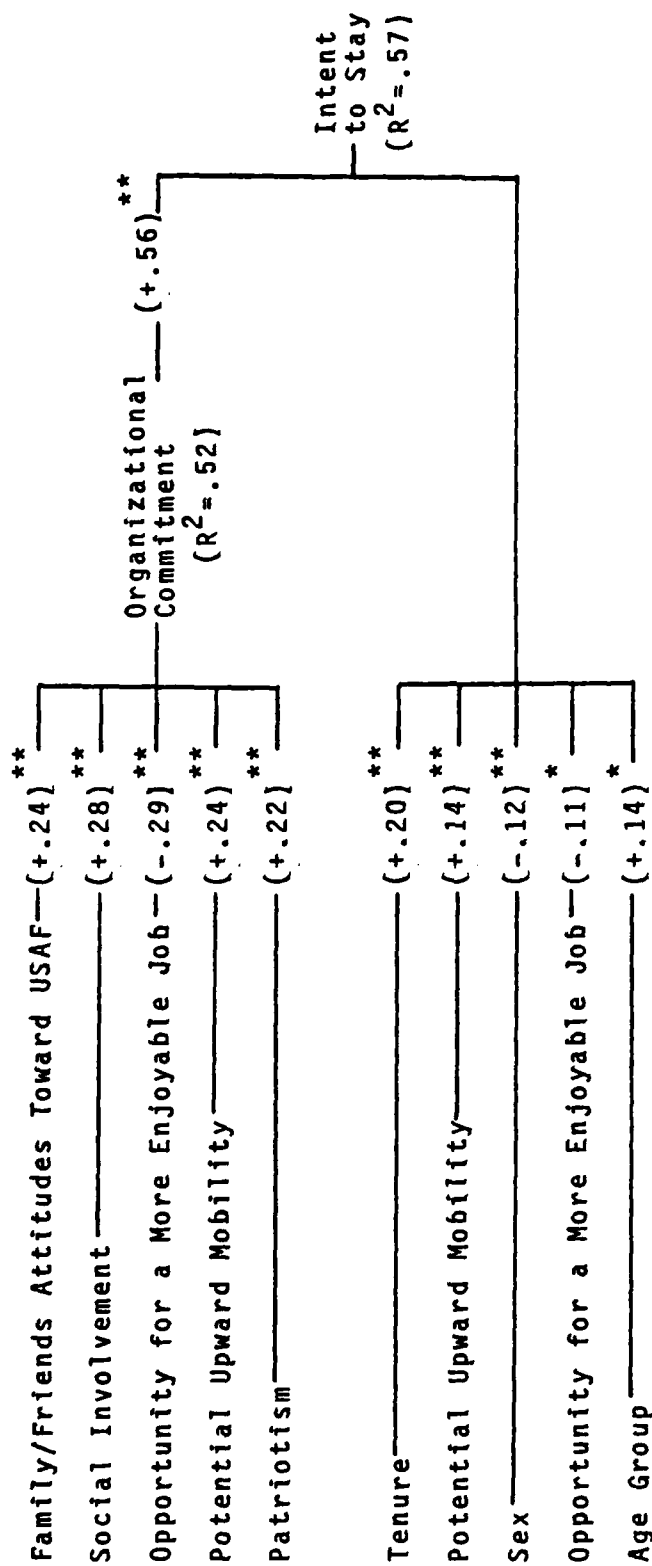


Figure 4. Revised Model

### Discussion of Revised Model

Intent to Stay. The revised model indicates that the significant direct predictors of intent to stay are organizational commitment, tenure, potential upward mobility, sex, opportunity for a more enjoyable job, and age group. Of these predictors, organizational commitment was the only one that had been proposed to be a predictor of intent to stay. Potential upward mobility and opportunity for a more enjoyable job were found to have significant direct effects on intent to stay in addition to their indirect effects through commitment. The revised model shows that these six predictors combine to predict intent to stay better than the proposed model ( $R^2 = .57$  vs  $R^2 = .44$ ).

The best predictor of intent to stay was organizational commitment (Beta=.56). However, there may be a confounding effect between commitment and intent to stay because of the commitment measure used in this study. Porter, Steers, Mowday, and Boulian, in developing their Organizational Commitment Questionnaire, characterized organizational commitment by three factors; one of these factors was "a definite desire to maintain organizational membership." Essentially, Porter et al., considered intent to remain with the organization as a measurable component of commitment (16:604). Several commitment measures in the survey instrument (see the appendix, questions 33 through 47) may be interpreted as measuring an individual's desire to remain with the organization.

The strength of these measures alone may be sufficient to produce the high beta-weight for organizational commitment on intent to stay. This view was also expressed by Hom and Hulin (4:34) who concluded "the predictive power of [Porter's et al.] commitment scale resides not in its assessing a more relevant employee attitude but in its assessing intention to withdraw from the organization." While there is evidence to suggest a confounding effect between commitment and intent to stay resulting from Porter's questionnaire, the results of this confounding effect should be similar in both the originally proposed model and the revised model. As a result, the increase in overall  $R^2$  of the revised model over the proposed model is not explained by this confounding effect. However, this effect may explain why job satisfaction and pay inequity appear to be nonsignificant predictors of intent to stay when considered in the presence of organizational commitment (i.e., the strength of the commitment measure may "overpower" the effects of pay inequity or job satisfaction, or both). Future research of either the proposed or revised model using a different measure of organizational commitment may show that pay inequity and job satisfaction have a significant contribution in predicting intent to stay.

Tenure was supported in the literature as being an investment factor affecting organizational commitment. The results of this study indicated that tenure was not a predictor of organizational commitment; rather, it was found

to have a significant direct effect on intent to stay. This suggests that the investment aspect of tenure does not rely upon a relationship with commitment in affecting intent to stay. For example, tenure may raise the intent to stay of individuals having various levels of commitment above the levels of intent to stay suggested by commitment alone. Age group, also found to have a direct effect on intent to stay, should be tied very strongly to tenure. This view is supported by a simple correlation of .68 between these two variables (see Table 3). In those cases of continuous military service, age and tenure will rise at the same rate, and their effects, while independent, would be expected to be similar.

Potential upward mobility was also found to have a significant direct effect on intent to stay. This suggests that the future possibilities for career mobility in the organization are extremely important to an individual in that it not only affects commitment to the organization, but also plays a key role in the individual's decision to remain with the organization. The confounding effect between commitment and intent to stay discussed earlier may be affecting the appearance of potential upward mobility as a predictor of both commitment and intent to stay. Given that potential upward mobility affects intent to stay, it is conceivable that the effect of potential upward mobility on commitment

manifested itself on only the "desire to maintain organizational membership /[-16:604]" portion of commitment described by Porter et al. If this were the case, one would expect the predictive power of potential upward mobility on organizational commitment to be less than its predictive power on intent to stay. In this research, the results were inconclusive because potential upward mobility entered both the intent to stay and commitment regressions with a weight of .24 (see Tables 9 and 10). Future research of these relationships using a different commitment measure might be able to eliminate this confounding effect if it exists.

Another significant predictor of intent to stay was sex. The effect of this relationship indicated that as sex went from male to female, intent to stay went down. Based on the wording of the intent to stay measure, this relationship suggests that women are less inclined than men to consider the USAF as a career. This implies that there is a class distinction, at least at Wright-Patterson AFB, regarding intent to stay between males and females.

As with potential upward mobility, opportunity for a more enjoyable job was found to have a significant direct effect on intent to stay as well as an indirect effect through organizational commitment. The potential confounding effect between commitment and intent to stay may also be affecting the relationships between opportunity for a more enjoyable job, commitment, and intent to stay in the same

way that it may affect the relationships between potential upward mobility, commitment, and intent to stay. In this research, opportunity for a more enjoyable job entered the intent to stay regression with a weight of  $-.27$  and entered the commitment regression with a weight of  $-.29$  (see Tables 9 and 10). While the difference between the two weights is not great, the weight for opportunity on commitment is higher than its weight on intent to stay. This suggests that opportunity for a more enjoyable job has an affect on commitment that is not explained by the possible confounding effect of commitment and intent to stay.

Organizational Commitment. The revised model (Figure 4) indicates that the significant direct predictors of organizational commitment are family/friend's attitudes toward the USAF, social involvement, opportunity for a more enjoyable job, potential upward mobility, and patriotism.

In Chapter 1, it was proposed that the attitude of an individual's family and/or friends toward service in the USAF could influence the individual's decision to leave or stay in the USAF and that this influence would act indirectly through organizational commitment. The results of this study tend to support this proposition. This predictor entered the commitment regression with a weight of  $.24$ . This suggests that individuals who perceive a favorable attitude of their family and friends toward USAF service indicate a higher commitment to the USAF.

Sheldon and Buchanan found that social involvements produced commitment (18:149; 1:544-545). The results of the current research supported their findings, indicating that individuals who enjoyed attending USAF sponsored social activities were more committed to the USAF.

Opportunity for a more enjoyable job entered the commitment regression with the largest weight ( $\text{Beta} = -.29$ ). This suggested that individuals who perceive fewer opportunities for more enjoyable work outside the USAF tended to be more committed to the USAF. This statement implies a causal relationship in which fewer opportunities leads to higher commitment. It is possible that the reverse is true. For instance, an individual with little commitment to the organization may perceive opportunities outside the organization that would provide more enjoyable work, even though those opportunities may not actually exist. Since causal direction was not investigated in this study, establishment of causal direction of the relationship between these two variables can not be determined.

Grusky and Buchanan found that career mobility contributed to commitment (3:498; 1:544-545). As discussed in Chapter 1, this variable was separated into past upward mobility and potential upward mobility for this study. The results of this study indicate that while potential upward mobility is a significant predictor of commitment, past upward mobility is not. This suggests that when an individual is considering



future commitment to an organization, career mobility experienced in the past does not appear to be as important to the individual as the expectation of career mobility in the future. This finding was not unexpected in this study because career mobility often becomes more difficult in some USAF career fields as an individual progresses in rank.

Patriotism is a factor traditionally associated with military service. The results of this study indicate that individuals who consider themselves patriotic are more committed to the USAF.

#### Discussion of Survey Environment

The primary objective of this study was to determine if pay and compensation factors combined to produce a sense of pay inequity that directly affected turnover in the USAF. While perceived pay differential and opportunity for a higher paying job were found to contribute to a sense of pay inequity, pay inequity was not found to affect turnover through a contribution to intent to stay. It is conceivable that the economic environment surrounding the administration of the survey may be producing the nonsignificant effect of pay inequity on intent to stay.

During the period in which this survey was administered, the local news media constantly covered local and national economic conditions. For the most part, this coverage consisted of pointing out business failures, high interest rates, high

unemployment rates, and a general economic recession. The actual existence or nonexistence of poor economic conditions is not addressed; rather, the effects which may result from continuous reports of poor economic conditions are addressed. The effect of these reports could be that individuals began to believe that economic conditions were as poor as the reports indicated. Under these conditions, it is possible that individuals in the USAF are reluctant to leave their current jobs despite varying perceptions of pay inequity because the media has convinced them that there are no jobs available in the civilian market. For example, an individual may have perceived an inequity between USAF pay and allowances and his/her personal worth, but still preferred to accept the pay inequity in lieu of having no job at all.

Another objective of this study was to determine if job satisfaction contributed significantly to an individual's intention to remain in the USAF as the literature review indicated it should. In a manner similar to that discussed for pay inequity, individuals in the USAF may be accepting lower levels of job satisfaction in their current jobs in lieu of having no job at all. If this is the case, administration of this survey during times of neutral or favorable perceptions of economic conditions may show that pay inequity and/or job satisfaction do contribute significantly to intent to leave. As mentioned in Chapter 2, the survey was administered

at only one location (Wright-Patterson AFB, Ohio). Favorable perceptions of economic conditions in other locations could cause significantly different results than those obtained in this study.

## CHAPTER 5

### CONCLUSIONS AND RECOMMENDATIONS

This chapter is divided into three sections. The first section is a short summary of the research. The next section contains conclusions based on an analysis of the research results, and the final section contains recommendations for application of the research findings.

Summary of Research. Based on a review of research literature, a model was developed which proposed that pay inequity, organizational commitment, and job satisfaction combined to predict intent to stay. It was further proposed that this relationship was moderated by opportunity for another job (see Figure 2). This model was tested at Wright-Patterson AFB, Ohio using data collected from a randomly selected sample of active duty USAF members.

The results indicated that pay inequity and job satisfaction were not statistically significant predictors of intent to stay. Organizational commitment, however, was found to be a statistically significant predictor of intent to stay. The results further indicated that opportunity for another job did not moderate these relationships (see Figure 3).

The results of supplemental analyses indicated that organizational commitment, tenure, potential upward mobility,

sex, opportunity for a more enjoyable job, and age group were all statistically significant direct predictors of intent to stay. In addition, family/friends attitudes toward the USAF, social involvement, opportunity for a more enjoyable job, potential upward mobility, and patriotism were identified as statistically significant predictors of organizational commitment (see Figure 4).

Conclusions. The most obvious conclusion of this research effort is that an individual's intent to remain in the USAF may be increased by increasing that individual's commitment to the USAF. Organizational commitment is difficult, if not impossible, to increase directly due, in part, to a lack of consensus of what commitment is. Therefore, in order to increase commitment, indirect methods must be used. This study has found several variables that contribute to an individual's level of organizational commitment, and by varying the levels of these contributors, commitment, and thus intent to remain with the organization, may be increased.

The negative contribution of opportunity for a more enjoyable job to commitment indicates that a decrease in perceived opportunity will result in an increase in intent to remain in the USAF. The only way the USAF can alter the degree to which an individual perceives a job outside the USAF to be more enjoyable is by altering the degree to which the individual enjoys his/her USAF job. By raising the enjoyment level of an individual's job in the USAF, the number of

jobs outside the USAF that would provide more enjoyment should decrease, thus reducing the opportunity to obtain a more enjoyable job.

The positive contribution of potential upward mobility to commitment suggests that improving USAF member's perceptions about future career mobility and upward progression will improve retention of USAF members. However, the association of future upward mobility with an individual's perception of his/her promotion opportunities may create a situation that is difficult to address with a single solution. For example, this difficulty arises for enlisted personnel because of the USAF promotion system which allows more promotion opportunities in some career fields than in others. Under the current enlisted USAF promotion system, these differing promotion opportunities must be considered when attempting to raise individuals' perceptions of potential upward mobility.

The positive contribution of social involvement to organizational commitment indicates that an individual is more inclined to be committed to the USAF if he/she is an active participant in USAF sponsored social functions. A word of caution is in order. The measure of social involvement used in this study was meant to capture how an individual felt about social activity on a voluntary basis; mandatory social activities were not intended to be included in the investigation. The effect of social involvement on intent

to stay is an indirect effect acting through commitment, and requiring an individual to attend social functions in order to raise his/her commitment may not have the positive effect on intent to stay desired. This research effort did not specifically exclude "mandatory social involvement;" therefore, no definite conclusions about the effect of mandatory social involvement may be made. The actual effect may be to lower an individual's commitment and intent to stay. This implies that planned social activities should be designed such that the activity, on its own merit, causes an individual to have a desire to attend.

The positive contribution of attitudes of family or friends toward service in the USAF to organizational commitment indicates that as an individual perceives these attitudes becoming more favorable, the individual will indicate a higher commitment to the USAF. While the family or friends whose attitudes played a role in this measure may belong to the USAF community, the possibility that attitudes of family or friends outside this community also played a role should not be discounted. The USAF may be able to increase the favorableness of family/friends attitudes by devoting more resources toward community and public information releases. This effort should be directed toward two target groups; those within the USAF community who have an understanding of the USAF and those outside this community who lack this specific understanding.

While it may be difficult to find an individual who would not claim to be patriotic, the results of this study indicated that those individuals who considered themselves more patriotic than others tended to be more committed to the USAF. Attempts by the USAF to increase the patriotic attitudes of its members should be approached very carefully. Since most individuals have varying degrees of patriotic attitudes, the USAF should concentrate on nurturing these attitudes and allowing them to grow rather than imposing a specified level of patriotism on all USAF members. As in the case of social involvement, "mandatory patriotic formations" would not necessarily increase commitment.

Organizational commitment is difficult, if not impossible, to increase directly. Varying the levels of the five commitment predictors as discussed above, however, will result in increased commitment which in turn leads to an increased desire to remain in the organization. In addition to organizational commitment, other variables have been shown to be direct predictors of intent to stay. These variables are discussed below.

While the results show that increases in tenure and age group will result in an increase in intent to stay, the USAF cannot directly control these variables. When defining the population for this study in Chapter 2, an assumption was made that an investment beyond the mid-point of an individual's



military career would increase the individual's intent to stay in the USAF. These results tend to support that assumption.

Sex was also found to be a direct predictor of intent to stay. As pointed out earlier, the results of this study indicate that males are more likely to consider the USAF as a career. However, without violating anti-discrimination laws, the USAF cannot control this variable.

The remaining two variables shown to have a direct effect on intent to stay have previously been identified as having an indirect effect through organizational commitment. Opportunity for a more enjoyable job was previously shown to have a negative contribution to commitment; it also has a negative contribution to intent to stay. Potential upward mobility has a similar positive contribution to both commitment and intent to stay. This means that efforts directed toward reducing opportunities for more enjoyable jobs and increasing perceptions of potential upward mobility have a dual effect on intent to stay. The primary effect will be to increase intent to stay directly, and the secondary effect will be to increase commitment which further increases intent to stay. Because of the dual effects of these two variables, opportunity for a more enjoyable job and potential upward mobility may offer the best possibilities for increasing intent to stay.

Recommendations. Based on the discussion and conclusions of the research results, five recommendations for further research are made.

(1) Develop different measures of organizational commitment and performance, and use them to retest the proposed model. Because of the possible confounding effect between the measure of commitment used and intent to stay, the results obtained while testing the proposed model may not accurately reflect existing relationships. For example, if this potential confounding effect were removed, job satisfaction and pay inequity may be shown to be significant predictors of intent to stay. The performance measure used rendered the variable performance nontestable. Developing and testing a useable performance measure is necessary to determine if performance has a contribution to the proposed model.

(2) Retest the proposed model under differing perceptions of economic conditions. This is necessary to determine if the effects of job satisfaction and pay inequity were confounded by perceptions of poor economic conditions.

(3) Validate the results of the revised model at other USAF installations. This will allow generalization of the findings to the entire USAF population.

(4) Determine if there are any cost effective methods for increasing USAF members' enjoyment of their jobs.

If any methods can be identified and implemented, the opportunities for more enjoyable jobs outside the USAF should be reduced. This should lead to increased levels of commitment to the USAF and desire to remain in the USAF.

(5) Investigate how an individual's perceptions of the USAF promotion system affect his/her perceptions of future career mobility and upward progression. Increases in perceptions of potential upward mobility should lead to increased levels of commitment to the USAF and desire to remain in the USAF.

APPENDIX  
SURVEY QUESTIONNAIRE

**IMPORTANT INSTRUCTIONS - PLEASE READ BEFORE ANSWERING ANY SURVEY QUESTIONS.**

1. Please answer all of the survey questions and carefully read instructions contained in the questionnaire. Mark your answers on the Air Force Sample Survey Answer Sheet by filling in the answer rectangle that matches your answer for each question.

2. This survey will be machine coded, so the following instructions are important to make sure that your answers are coded correctly:

- a. Use a Number 2 pencil only. Do not use any type of ink pen.
- b. Blacken the answer rectangle completely as shown in the examples.
- c. Cleanly erase answers you want to change and be sure that you do not make any stray marks on the answer sheet.
- d. Do not fold, staple, or otherwise damage the answer sheet.

3. Please write your Duty Air Force Specialty Code (DAFSC) on the Air Force Sample Survey Answer Sheet in the boxes provided for the Social Security Account Number and blacken the same numbered rectangles to the right of the boxes as shown in the example below. Be sure to list your Duty AFSC. List only the number part of your DAFSC; for example, if your DAFSC is "A43550C", you would list only "43550".

4. Once you have completed the survey, please remove the cover letter and return the questionnaire and answer sheet in the envelope that was provided.

5. Thank you for your cooperation and time.

**EXAMPLES:**

WRITE YOUR SOCIAL SECURITY ACCOUNT NUMBER (SSAN) IN THESE BOXES FROM TOP TO BOTTOM, THEN BLACKEN SAME NUMBERED RECTANGLES TO THE RIGHT.

A	B	C	D	E	F	G	H	I	J	K
1										
A	B	C	D	E	F	G	H	I	J	K
2										
A	B	C	D	E	F	G	H	I	J	K
3										
A	B	C	D	E	F	G	H	I	J	K
4										

CORRECT MARK

INCORRECT MARK

INCORRECT MARK

INCORRECT MARK

	DO NOT MARK IN SPACE ABOVE									
4	0	1	2	3	4	5	6	7	8	9
3	0	1	2	3	4	5	6	7	8	9
5	0	1	2	3	4	5	6	7	8	9
5	0	1	2	3	4	5	6	7	8	9
0	0	1	2	3	4	5	6	7	8	9



5. How much total time have you spent on active duty in the military?  
Include all active duty time regardless of the branch of service.

- A. Less than 1 year.
- B. At least 1 year but less than 2 years.
- C. At least 2 years but less than 4 years.
- D. At least 4 years but less than 6 years.
- E. At least 6 years but less than 8 years.
- F. At least 8 years but less than 10 years.
- G. At least 10 years or more.

6. What was the overall rating of your last performance report (APR/OER)?

- |      |                                   |
|------|-----------------------------------|
| A. 1 | G. 7                              |
| B. 2 | H. 8                              |
| C. 3 | I. 9                              |
| D. 4 | J. I don't know.                  |
| E. 5 | K. I haven't had one written yet. |
| F. 6 |                                   |

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Please respond to questions 7 through 32 by marking the answer sheet with the answer that best indicates your feelings toward each question.

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7. How do you think your military pay and allowances compare with pay in civilian employment for similar work?

- A. Military pay is far higher than civilian pay.
- B. Military pay is somewhat higher than civilian pay.
- C. Both are about equal.
- D. Civilian pay is somewhat higher than military pay.
- E. Civilian pay is far higher than military pay.

8. Compared to the patriotism you see in your co-workers, which of the following statements best describes your own patriotism?

- A. My patriotism is much higher than my co-workers.
- B. My patriotism is somewhat higher than my co-workers.
- C. My patriotism is about the same as my co-workers.
- D. My patriotism is somewhat lower than my co-workers.
- E. My patriotism is much lower than my co-workers.

9. The attitudes of my immediate family and friends toward my being in the Air Force is:

- A. Very favorable.
- B. Favorable.
- C. Neither favorable nor unfavorable.
- D. Unfavorable.
- E. Very unfavorable.

10. Which of the following statements best indicates your feelings toward Air Force retirement benefits as compared with civilian retirement benefits?

- A. Air Force retirement benefits are much better than civilian.
- B. Air Force retirement benefits are better than civilian.
- C. Air Force and civilian retirement benefits are about equal.
- D. Civilian retirement benefits are better than Air Force.
- E. Civilian retirement benefits are much better than Air Force.

11. Which of the following statements best indicates your feelings toward Air Force job security as compared with civilian job security?

- A. Air Force job security is much better than civilian job security.
- B. Air Force job security is better than civilian job security.
- C. Air Force and civilian job security are about equal.
- D. Civilian job security is better than Air Force job security.
- E. Civilian job security is much better than Air Force job security.

12. Based on the effort that you have put into your job in the past, how do you feel about your past promotions and career progression in the Air Force?

- A. My past promotions and career progression have been very poor.
- B. My past promotions and career progression have been poor.
- C. My past promotions and career progression have been about right.
- D. My past promotions and career progression have been good.
- E. My past promotions and career progression have been very good.

13. In terms of the effort you will be expected to put into your job in the future, how do you feel about your future opportunities for promotion and career progression in the Air Force?

- A. My future opportunities will be very poor.
- B. My future opportunities will be poor.
- C. My future opportunities will be about right.
- D. My future opportunities will be good.
- E. My future opportunities will be very good.



14. How often do you attend Air Force sponsored social activities?

- A. Almost never.
- B. Not very often.
- C. Often.
- D. Very often.
- E. Almost always.

15. How do you feel about being with other Air Force members on a social basis?

- A. I really like it.
- B. I enjoy it.
- C. I can take it or leave it.
- D. I don't enjoy it.
- E. I really dislike it.

16. How fairly has your supervisor treated you compared with the treatment of your co-workers?

- A. I have been treated much better.
- B. I have been treated better.
- C. I have been treated about the same.
- D. I have been treated worse.
- E. I have been treated much worse.

17. How fairly has the Air Force treated you compared with the treatment of other Air Force members?

- A. I have been treated much better.
- B. I have been treated better.
- C. I have been treated about the same.
- D. I have been treated worse.
- E. I have been treated much worse.

18. How fairly have your co-workers treated you compared with the way they have treated your other co-workers?

- A. I have been treated much better.
- B. I have been treated better.
- C. I have been treated about the same.
- D. I have been treated worse.
- E. I have been treated much worse.

19. To what extent are the activities that make up your job routine or varied; that is, to what extent does the job require you to do the same things over and over again (routine) or to what extent does the job require you to do many different things (varied)?

- A. Extremely routine.
- B. Somewhat routine.
- C. Neither routine nor varied.
- D. Somewhat varied.
- E. Extremely varied.

20. Using the same meanings for routine and varied described in the above question, how routine or varied would you like the activities that make up your job to be?

- A. Extremely routine.
- B. Somewhat routine.
- C. Neither routine nor varied.
- D. Somewhat varied.
- E. Extremely varied.

21. Which of the following statements best indicates your feelings toward your Air Force career field?

- A. I love my career field.
- B. I like my career field.
- C. I am indifferent to my career field.
- D. I dislike my career field.
- E. I hate my career field.

22. If you left the Air Force tomorrow, how easy would it be for you to get another job?

- A. Very easy.
- B. Somewhat easy.
- C. Neither easy nor difficult.
- D. Somewhat difficult.
- E. Very difficult.

23. How easy would it be for you to get another job as a civilian that would pay you more than you are now making?

- A. Very easy.
- B. Somewhat easy.
- C. Neither easy nor difficult.
- D. Somewhat difficult.
- E. Very difficult.

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AN INVESTIGATION OF THE EFFECTS OF PAY INEQUITY  
ORGANIZATIONAL COMMITMENT...(U) AIR FORCE INST OF TECH  
WRIGHT-PATTERSON AFB OH SCHOOL OF SYST..

2/2

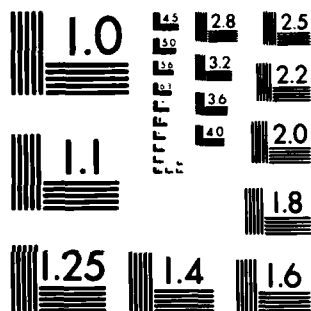
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NATIONAL BUREAU OF STANDARDS 1963-A

24. How easy would it be for you to get another job as a civilian that you would enjoy more than the job you now have?

- A. Very easy.
- B. Somewhat easy.
- C. Neither easy nor difficult.
- D. Somewhat difficult.
- E. Very difficult.

25. Based on the effort that you put into your job, how do you feel about the pay you receive in the Air Force?

- A. Based on my effort, my pay is very good.
- B. Based on my effort, my pay is good.
- C. Based on my effort, my pay is about right.
- D. Based on my effort, my pay is poor.
- E. Based on my effort, my pay is very poor.

26. Compared to the effort that other Air Force members put into their jobs, how do you feel about the pay you receive in the Air Force?

- A. Compared to the effort of others, my pay is very good.
- B. Compared to the effort of others, my pay is good.
- C. Compared to the effort of others, my pay is about right.
- D. Compared to the effort of others, my pay is poor.
- E. Compared to the effort of others, my pay is very poor.

27. Based on your investment in your job (time, energy, experience, education, and so forth), how do you feel about the pay you receive in the Air Force?

- A. Based on my investments, my pay is very good.
- B. Based on my investments, my pay is good.
- C. Based on my investments, my pay is about right.
- D. Based on my investments, my pay is poor.
- E. Based on my investments, my pay is very poor.

28. Which one of the following shows how much of the time you feel satisfied with your job?

- A. Never.
- B. Seldom.
- C. Occasionally.
- D. About half of the time.
- E. A good deal of the time.
- F. Most of the time.
- G. All of the time.

29. Choose the one of the following statements which best tells how well you like your job.

- A. I hate it.
- B. I dislike it.
- C. I don't like it.
- D. I am indifferent to it.
- E. I like it.
- F. I am enthusiastic about it.
- G. I love it.

30. Which one of the following best tells how you feel about changing your job?

- A. I would quit this job at once if I could.
- B. I would take almost any other job in which I could earn as much as I am now earning.
- C. I would like to change both my job and my occupation.
- D. I would like to exchange my present job for another one.
- E. I am not eager to change my job, but I would do so if I could get a better job.
- F. I cannot think of any jobs for which I would exchange.
- G. I would not exchange my job for any other.

31. Which one of the following shows how you think you compare with other people?

- A. No one dislikes his job more than I dislike mine.
- B. I dislike my job much more than most people dislike theirs.
- C. I dislike my job more than most people dislike theirs.
- D. I like my job about as well as most people like theirs.
- E. I like my job better than most people like theirs.
- F. I like my job much better than most people like theirs.
- G. No one likes his job better than I like mine.

32. Which one of the following best describes your attitude toward making the Air Force a career?

- A. Definitely intend to make the Air Force a career.
- B. Most likely will make the Air Force a career.
- C. Undecided.
- D. Most likely will not make the Air Force a career.
- E. Definitely do not intend to make the Air Force a career.

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Listed below are a series of statements that represent possible feelings that individuals might have about the organization for which they work. Use the following rating scale to indicate your own feelings about the Air Force as an organization.

- A. You strongly disagree with the statement.
  - B. You moderately disagree with the statement.
  - C. You slightly disagree with the statement.
  - D. You neither disagree nor agree with the statement.
  - E. You slightly agree with the statement.
  - F. You moderately agree with the statement.
  - G. You strongly agree with the statement.
- 

- 33. I am willing to put in a great deal of effort beyond that normally expected in order to help the Air Force be successful.
- 34. I talk up the Air Force to my friends as a great organization to work for.
- 35. I feel very little loyalty to the Air Force.
- 36. I would accept almost any type job assignment in order to keep working for the Air Force.
- 37. I find that my values and the Air Force's values are very similar.
- 38. I am proud to tell others that I am a member of the Air Force.
- 39. I could just as well be working for a different organization as long as the type of work was similar.
- 40. The Air Force really inspires the very best in me in the way of job performance.
- 41. It would take very little change in my present circumstances to cause me to leave the Air Force.
- 42. I am extremely glad that I chose the Air Force to work for, over others I was considering at the time I joined.
- 43. There's not too much to be gained by sticking with the Air Force indefinitely.

44. Often, I find it difficult to agree with the Air Force's policies on important matters relating to its employees.
45. I really care about the fate of the Air Force.
46. For me the Air Force is the best of all possible organizations for which to work.
47. Deciding to work for the Air Force was a definite mistake on my part.



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